



CITY OF
SANTA MONICA
CALIFORNIA

DEPARTMENT OF ENVIRONMENTAL SERVICES 393-9975

1685 Main Street, Santa Monica, California 90401

September 23, 1976

Mr. Jack Leister, Head Librarian
University of California
109 Moses Hall
Berkeley, California 94720

Dear Mr. Leister:

This will refer to your request for information relative to the Santa Monica Division of Grants and Community Services as it appeared in ICMA's "Nuts & Bolts" newsletter.

The best explanation of how this division works can be found in the attached Program Narrative which is excerpted from a recent grant application. What we now do is certainly not being done on as large a scale as appears in this proposal but the operation is basically the same.

We are pleased that you made this request for information because your interest indicates that if successful funding does occur in the future, the package has an excellent transferability component. Should the project be funded we will keep your name on a list of persons interested for receipt of a final package. Meanwhile we have had a lot of success with this basic concept of coordinating grants and community services.

We trust the attached information is useful.

Yours very truly,

Martha Brown Hicks
MARTHA BROWN HICKS, Director
Grants and Community Services

MBH:lk

Enclosure

*Fed, St + Loc interest Finance
Social welfare Santa
Monica*

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PART IV. PROGRAM NARRATIVE

A. Title

Community Services Resources Management

B. Background

The City Council is faced with complex decision-making each fiscal year when demands for new and continuing social services exceed available funds. Heretofore Council has set aside 12% of General Revenue Sharing funds and a contingency fund from Community Development Block Grant funds for social service programs. Some of the constraints faced include the insecure tenure of General Revenue Sharing and the social service restrictions on Block Grant funds. Block Grants funds may be used for social services only if the social service supports a physical facility and other funds have been sought and denied by other funding agencies. Each year the requests become more numerous for such projects as alcoholism treatment centers, drug abuse, nutrition and health services for the elderly, day care for single parent families and other social services whose clientele are low income.

In an effort to provide a sound delivery system of social services, the Council established a division in the Department of Environmental Services known as Grants and Community Services. The responsibilities include not merely obtaining grants for City services or projects, but the identification of funding resources to social service agencies and the provision of technical assistance in grantsmanship to those agencies to help them secure funds for their much needed services.

Examples of the effectiveness of this approach include technical assistance and follow-up provided to the YWCA in successfully obtaining Area Agency on Aging funds for the Senior Center at Ocean Park, and in obtaining County Revenue Sharing funds (for which the City is ineligible) for transportation for the elderly handicapped.

Many agencies needing assistance could be helped, but staff is limited to one person. Expansion of the technical staff at this time will lead to the ultimate goal of social service agency independence from reliance on uncertain City funds. Such expansion at present will ensure a stronger delivery of social services through the generation of additional dollars; formal evaluation reports to the City Council as a management tool for the allocation of limited resources; and grantsmanship training to social service agencies to maximize their independence.

C. Description of Project Objectives and Effects Specifications

1. To reduce the number of requests and the amount of money requested of the City each year for social services. The effect is sound fiscal management by the City in anticipation of expiration of General Revenue Sharing and within the constraints of Block Grant funds. A comprehensive Community Development approach is obvious, in that provisions for social services are made, but the City faces the risk of fiscal irresponsibility when it cannot possibly continue funding such social services without the federal dollar.

2. To assist in identifying independent funding for agencies providing essential social services, heretofore provided by the City or requested to be provided by the City. Existing City staff cannot possibly speak to the needs of all agencies making requests. If funding resources are identified and assistance provided to obtain those funds, agencies could conceivably end up with more dollars for service delivery to participant/beneficiaries than the City could provide through a limited social services budget. This would not preclude the City from funding some essential social service for which outside funding was unattainable, but it is believed that 75% of existing agencies now making requests could become independent of City funding.
3. To train social service agencies in grantsmanship, thereby increasing their capacity to maintain their level of services or expand those services to low income clientele who might not otherwise receive the service. Training will include a series of workshops to be conducted by the Director of Grants and Community Services. The workshops will:
 - a. Train key staff from participating agencies in the use of the Catalog of Federal Domestic Assistance.
 - b. Identify those resources having an appropriation, as opposed to paper resources without dollars.
 - c. Train agencies in preparation of letter proposals to private foundations that have been identified through Funding Sources Clearinghouse.
 - d. Develop a Work Plan for agencies on grantsmanship, that is a how-to document. Provide training in the workshop that extends beyond a paper plan in that participants will be involved in a step-by-step process from receipt of an RFP to announcement of funding and managing a successful award.
 - e. Develop a continuing planning and evaluating process to prepare agencies to do self-evaluation during the life of a project.
 - f. Train agencies in the use of innovative approaches to fund raising, outside the realm of grantsmanship.
4. To develop stronger guidelines to ensure maximum use of limited federal funds from General Revenue Sharing and Block Grant funds specified for social services. While all requests for funds cannot be honored, the development of guidelines for submitting requests and rating criteria will provide objective assessments that are acceptable politically to agencies, as well as the City Council, the ultimate decision-maker. The effect is to remove the stigma of favoritism when decisions must be made within dollar constraints.
5. To prepare elected officials with sound documentation to justify minimal City funds for social services, upon the expiration of funds, while still providing much needed delivery of social services. An evaluation report of this project's activities will lend support, in the form of a management tool, as the City's effort toward providing a written commentary of how services

were provided, follow-through successful funding searches, and allow the City to phase-down (1st and 2nd years) and eventually phase-out (3rd year) of social services funding when existing federal dollars are no longer generated. If successful, the evaluation report of the project will reflect an increase in the dollar amount obtained by agencies to continue or expand their delivery of services. The positive spin-off of this success will reflect a decrease in requests to the City for funding of social services.

6. To centralize social service delivery systems where possible to avoid a duplication of effort and maximize the use of outside funding. Two examples are:
 - a. Three information and referral units exist in separate agencies within the City and each agency makes requests annually for City funds.
 - b. Job banks for senior citizens exist in at least two known agencies requesting City funds.

If duplications, i.e., the above, are coordinated, decentralization can reduce the amount of funding necessary to several agencies for the same service, and eliminate the need for inter-agency transfers that can become confusing to participant/beneficiaries desirous of a particular service.

D. Description of Activities

1. It is important to note here that the City's present level of effort in Grants and Community Services will be maintained. That effort includes a search for, and success with, Community Block Grant funding, housing for low-moderate income families, free health screening services for the elderly, nutrition program for the elderly, single parent program, etc. The method to be employed in the grant is to review those agencies with critical needs to provide services for low income residents, who were denied funding this year or had their funding cut because of fiscal constraints, and to identify available funding sources for these agencies outside the City. Where funding sources were not readily available, a search would be requested of Funding Sources Clearinghouse, with City guidance. Once the source was identified with an available appropriation, the requesting agency staff would be trained and technical assistance would be provided by City staff, so that the agency can in the future independently obtain grants.

An essential activity proposed to be funded under the grant is a membership in Funding Sources Clearinghouse. The Clearinghouse can provide timely searches for special projects and identify readily funds that are available. The searches list foundations, their assets and the kinds of projects funded in the past, and their funding record on such projects. This is a necessary data source in serving the number of agencies proposed to be served.

2. It has become obvious that a Community Services Directory of local social service agencies in the City is necessary for the purpose of coordination. This document will include agencies in the Community Services Council that comprises 90-plus social service organizations within the City and in some instances, adjacent target areas. Preparing this directory for use to agencies making requests for funds will be accomplished at minimal cost. Its purpose will be two-fold: One is to acquaint agencies with existing services of which they may not be aware, to avoid a duplication of effort in funding requests. The second and most important purpose is to serve as a guide to services in preparation of a Funding Source Document for use by local agencies only the first year. This document to be produced by the end of the first year of activity will be developed simultaneously with identifying funding sources and provision of technical assistance during the project year.
3. The development of training workshops in grantsmanship is an essential first year activity. It is proposed to begin within the Community Services Council of which most agencies making requests are members, but will include those agencies whose requests are presently unmet. Agencies will be encouraged to seek outside funding, where necessary, but a major activity of this project is to identify those funding sources for them. While training in grantsmanship will be thorough and a "How to" document or workplan provided during training, it will remain the responsibility of this project to provide on-site technical assistance during the preparation of an agency's first grant application. In addition, once a grant is awarded, an agency will be trained to perform self-evaluation of that project. The evaluation mechanism proposed is a continuing planning and evaluation process, whereby discrepancies are flagged early in the project operation so that corrective action is timely toward a successful project.
4. An additional activity proposed for first year by this project staff is a performance evaluation report on each project receiving assistance as a result of the project. These performance evaluation reports will become management tools of the City Council in funding determinations for social services during that current year's budget considerations. A supplement to the evaluation report for Council use will be the development of guidelines and funding criteria to be used in decision-making on the future allocation of social services resources.

The project, if funded, is proposed to operate for a three year period. It has been determined that Community Development Block Grant funds may be used as match for other funds. Presently, the City has set aside a contingency fund for social services. The required local match for second and third year funding of the proposed project is committed from the contingency fund.

5. a. If successfully funded the second year, this project will have an opportunity to test, evaluate the effectiveness of, and expand the Funding Source Document which can be released at the expiration of the second year's activities for purposes of transferability.

- b. Impact evaluation cannot be effectively accomplished during the first year's activities. This is the reason for limiting the process to performance evaluation. Prior to the end of the second year, an Impact Evaluation Report on all successful first year projects resulting from this effort will be completed and released to HEW for transfer to other agencies. To accompany that document for transferability will be completion and release of the Workplan in Grantsmanship. Second year activities will also include implementation of fully development workshops in grantsmanship and other innovative approaches to fund raising.
6. Final funding by HEW for a third year of activity would provide continuance of first and second year activities and would provide as a final document a composite of all previously described preparations, with necessary update, resulting in a Final Process Document for the purpose of transfer to other units of local and county government.

The Final Process Document will allow other agencies to develop the same in-house capability with key staff people. The results of dollars generated, as reflected in our evaluation reports and source documents, should prove a wise investment from a cost/benefit analysis viewpoint. The process is easily transferable. The source document and final evaluation plans (with a success rate) should make it easy for other local units of government to use these materials. They should not encounter any of the long-range efforts which normally exist in a pilot or demonstration project.

E. Work Plan (Task Descriptions)

1. Membership in Funding Sources Clearinghouse. The purpose here is to have access to funding sources so that the City can assist local agencies in identifying possible funding sources, and during the course of this project, turn over the responsibilities for funding searches to the local social service agencies.
2. Expansion of Technical Assistance. The City's present level of technical assistance in grantsmanship to agencies seeking funds will be continued and expanded in relation to the scope of this project. Product: Successful grant awards to agencies.
3. Develop a local Social Services Directory. The purpose of this directory is to develop a compendium of available social services in order to determine what services and agencies do exist so that a duplication of services, and thereby costs, is avoided. In addition, this directory will serve as a guide in preparing a preliminary Funding Sources Document. Product: The Social Services Directory will be a document for distribution to social service agencies, cross-referenced by agency name, service offered, and including a description of the agency, its service, and pertinent information.
4. Prepare a Funding Source Document. The preliminary Funding Source Document prepared for the first year of this grant program will be primarily a working

document developed simultaneously with ongoing efforts in providing technical assistance and identifying funding sources for service agencies. By the end of the second program year the Funding Source Document will be tested through use, evaluated, and expanded for release for transferability. Product: Preliminary working document by the end of the first program year. A final document for release for transferability by end of the second program year.

5. Grantsmanship Training Workshops. Through a series of workshops, social service agencies will be trained in the process of identifying funding sources, preparing grant applications, utilizing creative search techniques, and evaluating their funding search techniques. The grantsmanship tools gained through the workshop process will correspond to the continuing level of effort provided by the City to social service agencies in their search for funding sources, and thus provide an essential and early step in the ultimate goal of service agency independence from City support/aid.
Products: Four workshops are presently anticipated per year.
 "How-To" Work Plan booklet will be prepared and available for workshop participants.
 Self-evaluation Process Guide will be developed for social service agencies to evaluate programs in operation so that problem areas can be identified and corrected immediately.
6. Performance Evaluation Report. Grantee project staff will prepare a year end report evaluating performance in terms of those social service programs receiving assistance. One purpose of the report will be in serving as a management tool for the City Council in budgeting decisions pertaining to social service requests. For use by the City Council and prepared for transferability, will be the development of guidelines and funding criteria. Both will be updated during the second and third program years to include evaluation of the continuing experience. Product: The Performance Evaluation Report to include guidelines and funding criteria for use by public officials.
7. Impact Evaluation Report. By the end of the second program year, performance evaluation will be supplemented with more qualitative impact evaluation on all successful projects resulting from this project's efforts. An evaluative report will describe the actions taken, and measure the level of success against original goals posited and declining need for City assistance.
Product: The Impact Evaluation Report.
 Workplan in Grantsmanship, which will provide a culmination of workshop techniques updated through the two year experience.
8. Final Process Document. Continuation of activities into the third program year will provide the necessary documentation and updating for a final project report. The Final Process Document will contain documentation of all program steps undertaken with evaluative commentary and a work program for activity continuation at the independent social service agency level. One measure of success will include an accounting of funding increases for and by the efforts of the individual social service agencies in the goal of decreasing their dependence on City funds.

F. Evaluation Plan

An evaluation plan for the project will be developed upon announcement of funding. Each stated objective will be quantified in cases where a quantifiable objective has not been stated. The evaluation component will be conducted by the project director, who has 3½ years experience as director of an evaluation unit, responsible for social service evaluation and serving as an evaluation consultant to several cities both in evaluation training and the conduct of on-site evaluation. Evaluation as a science will not be discussed here, but a copy of the plan will be forwarded to HEW as supplement to the proposal for the record. The proposed plan will measure:

1. The reduction of requests made to the City to fund social services during budget considerations.
2. The reduction in the amount of funds being requested of the City to fund social services.
3. The number of actual grant awards to social service agencies being provided as a result of this project.
4. The number of social service agencies receiving training and technical assistance.
5. Timely progress toward development of:
 - a. Funding Sources Document
 - b. Social Services Directory
 - c. Evaluation Plan
 - d. Grantsmanship Work Plan
6. Scheduling of workshops for agencies.
7. Preparation within necessary time frame of management tools, i.e., evaluation plans and guidelines for decision-making on funding allocations to ensure their usefulness to local elected officials.
8. Effectiveness of staff training that ensures usefulness to participating agencies. This is a qualitative measurement, but can be quantified through the agency staff members' success rate.
9. Increase in dollar flow to the community for expansion of existing social services or the provision of new services.

Interagency training will be developed toward evaluation where agencies duplicate services. To maximize objectivity, a team approach to evaluation will be instituted. The process for all project evaluation is a team approach called

PIPA or Project Impact Potential Analysis. The design of the PIPA approach includes the collection of anticipatory data and projects potential impact. An example would be gathering of data on elderly handicapped participants and their scheduled activities such as health screening, information and referral, housing assistance, participation in nutrition program, to be anticipated and measured as a result of free transportation for the elderly handicapped. At least four agencies would be evaluation team members participating in measuring the impact of the transportation service.

Evaluation in simple terms is determining progress toward stated objectives, but with consideration of external factors both positive and negative.

G. Feasibility

Successful funding of this project would permit local elected officials to provide indirectly for essential social services which cannot now be provided due to fiscal constraints, on the scale desired. The City's effort to solve the problem is reflected in the establishment of a Grants and Community Services division. The grant to expand such services would provide immediate impact on social service delivery systems which otherwise might take years to develop.

H. Relationship to Other Activities

Direct relationships are already established with the Community Services Council which is comprised of 90-plus social service agencies. They presently serve in an advisory capacity on CETA and serve as the initial reviewing agency on need to generate Community Development Block Grant activities. This process is useful because although agencies' staff serve on the council, with City staff participating, agency clientele are participant/beneficiaries of services. Some member organizations who have requested City funds this fiscal year, and in most instances last year, are identified herein. These agencies have a continuing relationship with the City through their funding requests and contractual arrangement, where funded. These are agencies for which a process is described in the activities section:

<u>Agency</u>	<u>Service</u>
Family Services of Santa Monica	Information and referral, senior citizen activities, certification of tenants for Housing Assistance Payments.
Ocean Park Community Center	Counselling, drug abuse, handy-women, rehabilitation assistance to elderly residents.

<u>Agency</u>	<u>Service</u>
Transient Assistance (Salvation Army)	Self explanatory
Westside Volunteer Bureau	Volunteers to 20 or more agencies, Retired Senior Volunteer Program
John Rossi Youth Foundation	Counselling, job assistance
Ex-Helps, Inc.	Hotline/Referrals
Health Screening Clinic for the Elderly	Self explanatory
YMCA	Single Parent Program
Aware Advisory Center	Career counselling to unemployables
Neighborhood Youth Association	Curtailement of gang activities
Westside Ecumenical Conference	"Meals on Wheels" (elderly)
New-Start	Drug Abuse Council, detoxification center

The amount requested this year was \$532,000. The City can only fund \$149,777 of that amount.

I. State or Local Support

Local support is ensured through the Volunteer Bureau, Retired Senior Volunteer Bureau and information and referral agencies. Letters of commitment are not attached as this effort is a continuing planning tool exercised with regularity.

City staff participates in workshops and seminars established by the Southern California Association of Governments in their efforts to assist with comprehensive delivery of human services. We use, for example, A Guide to Social Indicators For Local Government or how to improve your policy decisions with information you didn't know you had.

J. Potential For Transfer

Many projects designed for transferability are not easily transferable. It is believed that the proposed project can easily be transferred for use by other units of local and county government. The products to be provided by this project will include a process to accomplish what the City of Santa Monica now accomplishes and anticipates expanding through the use of the HEW Partnership

Grant. Neighboring cities have already expressed an interest in this process. The transfer can be particularly useful as cities are faced with budget cuts, while the need to expand social service delivery is obvious. Some few cities have explored hiring grants personnel, but have hesitated because of the uncertainty of the process. Our track record indicates a workable process, with only the need to expand. The project as proposed does not contain any special features or target groups that would not be applicable in other units of local government.

K. Project Staff

See attached

L. Documentation List

First Year -

1. Social Services Directory listing agencies, addresses, phone numbers, contact persons and description of service provided.
2. Grantsmanship Work Plan
3. Performance Evaluation Reports on all projects receiving successful grant awards generated by this project.
4. Guidelines and criteria rating sheet for use by local governing body in decision-making on allocation of limited social service resources.
5. Preliminary Funding Source Document

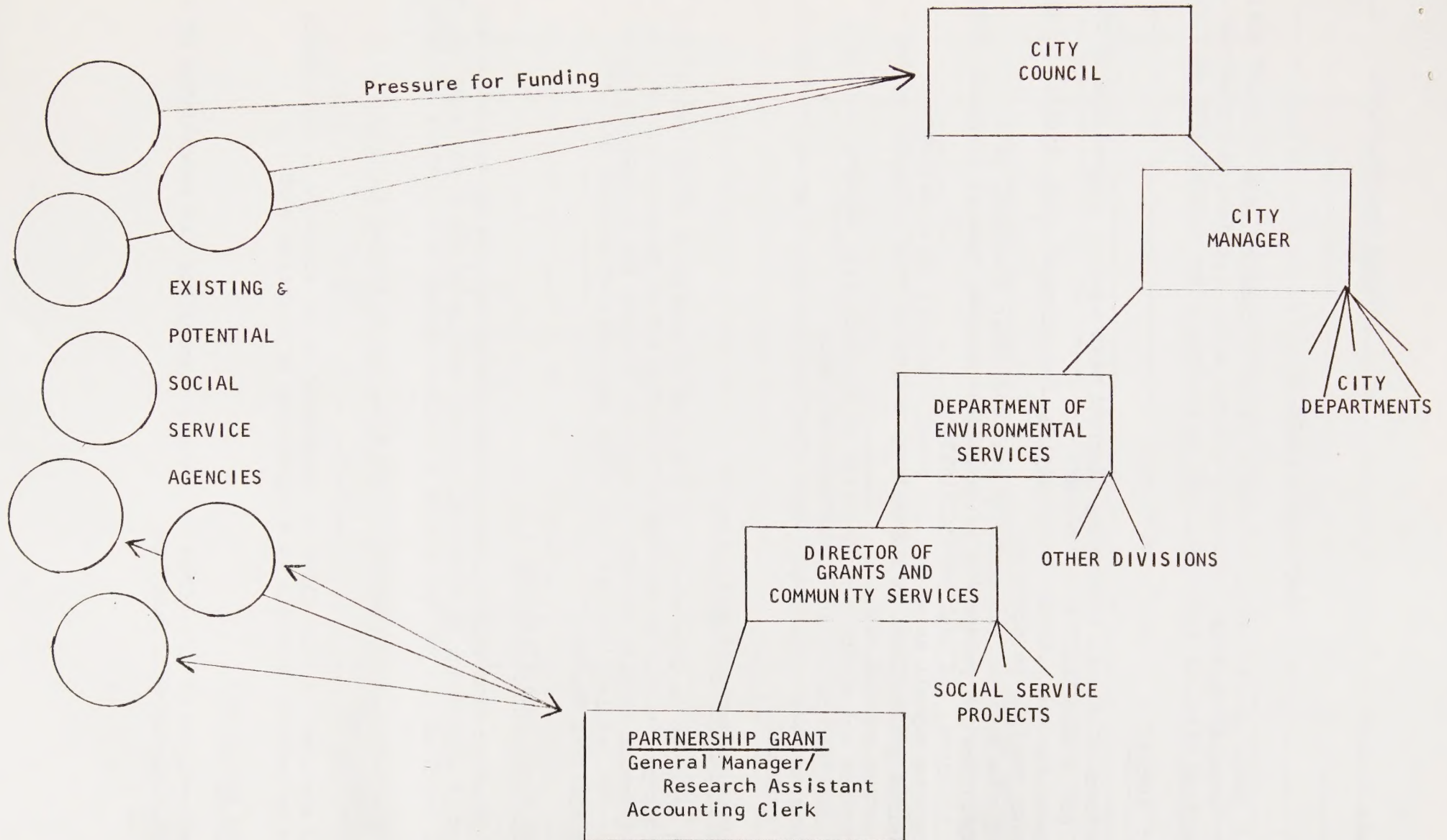
Second Year -

1. Funding Source Document; tested, evaluated and containing results.
2. Impact Evaluation Report on project activities.
3. A supplement to Grantsmanship Work Plan containing curriculum for fully developed workshops in grantsmanship and fund raising.

Third Year -

Final Report containing process documentation and updating previously prepared documents developed during first and second years.

* * ORGANIZATION CHART * *



ACCOUNTING CLERK II

Definition: Under general supervision, performs accounting, and clerical duties in keeping financial records, operating various office machines and supervising other accounting clerical employees; and to perform other related work as required.

Examples of Duties:

- Performs difficult accounting clerical work such as preparation of reports and reconciliation of accounts.
- Supervises and assists in accounting for drivers' cash, tickets or tokens.
- Posts receipts to accounts.
- Computes charges, interest, payroll and other financial data.
- Supervises and personally performs cash counts, receipt issuance, trial balances, and bank reconciliations.
- Prepares payroll summaries and other financial presentations.
- Assists professional accountants in audits of cash collections, and other related work.
- Operates and supervises operation of comptometers, billing machines, addressographs, inventory machines, etc.
- Performs other accounting work under supervision of an accountant as required.

Distinguishing Features of the Class:

An employee in this class is required to supervise other accounting clerical employees and/or to perform difficult clerical accounting functions in the maintenance of complex records of account, whereas the Accounting Clerk I is normally not required to supervise other employees or perform difficult accounting clerical tasks.

Recommended Basic Qualifications:

Graduation from high school supplemented by courses in accounting and three years of experience in financial record keeping of which at least one year shall have involved the maintenance of a complex system of municipal accounting records.

Supervision Received:

An employee in this class is supervised by an accountant, accounting supervisor or reports directly to a department or division head.

Supervision Exercised:

An employee of this class is usually responsible for supervision of a small accounting clerical function.

WORK PLAN FLOW CHART

TASK	MONTH	First year												Second year												Third year												
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
1. Membership in Funding Sources Clearinghouse																																						
2. Expansion of Technical Assistance																																						
3. Develop Social Services Directory																																						
o Directory																																						
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4. Prepare Funding Source Document																																						
o Preliminary																																						
o Update																																						
o Final																																						
5. Grantsmanship Training Workshops																																						
o Workshop Planning		*		*		*		*		*		*		*		*		*		*		*		*		*		*		*		*		*		*		*
o "How-To" Work Plan																																						
o Self Evaluation Guide																																						
6. Performance Evaluation Report																																						
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o Guidelines for Decision-making																																						
o Update																																						
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o Work Plan Update																																						
8. Final Process Document																																						

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